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CIA/PID(NPIC)-49/63  
27 March 1963

### National Photo Interpretation Capability

Problem: To insure a stable, qualified, productive photo interpretation manpower pool under the Director, NPIC.

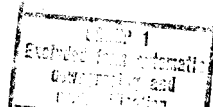
#### Assumptions:

1. That the DIA and CIA detachments will each have a senior, well-qualified officer in charge, each having his own staff of senior supervisory personnel.
2. That each detachment will have a well-organized, well-qualified group of employees, primarily photo interpreters.
3. That each detachment will have as its primary goal the production of national photo interpretation as directed in NSCID #8 and a secondary goal of departmental support of its parent organization.
4. That each detachment will have its own problems and regulations in the fields of recruiting, hiring, firing, discipline, career development, performance rating, leave, etc.
5. That the quality, quantity, and timeliness of the national photographic interpretation produced at NPIC will be the mutual concern of the DIA and CIA detachments and effected by the most productive and efficient use of the best qualified and most proficient photo interpretation personnel making up the bulk of both detachments.

#### Facts:

1. Flexibility of ad hoc assignment has paid handsome dividends to NPIC.
2. The flexibility of the current system of staffing both national and departmental work has been successful and manageable. Direction and production control has been the problem, but this can be remedied by proper implementation of the organizational mechanism currently in existence, i.e., the Operations Board and the Operations Staff discharging their assigned responsibilities.
3. CIA personnel assigned to national work have made a major contribution on departmental work by working for PID at night and on weekends, and at other times when not needed on national work. Likewise, departmental work has served to greatly strengthen national reporting, e.g., MEB work with STL, and DD/P project work. A particularly notable

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example being the disinterest by NPIC in Cuba over a long period of time during which the departmental PI effort continued unabated, and was found to be of great value when the national interest picked up. Experience has been somewhat parallel in departmental work in the Far East.

4. Detailed PI work, including working with analysts, consultants, etc., produces the best photo interpreter, whereas a heavy diet of immediate readout does not contribute much in developing PI capability. The greatest percentage of work with analysts and consultants has been at the departmental level.

5. Based on past experience, and using a two-year base period, men assigned to national work on an ad hoc basis spend far in excess of 50% of their time on national work. However, over the same two-year base period, a man assigned on a one-year tour in PAD would be available for national work for only 50% of a two-year base period.

6. If a Photo Analysis Division is set up every CIA and DIA man will be serving two different division organizations--one for substantive content of work and the other for career development, performance rating, and all other administrative aspects of his employment.

7. In the case of the CIA PI most of his best working tools, e.g., stereograms, comparative cover, foreign and domestic ground photography, etc., exist as working files of his PID branch. This includes thousands of items of controlled material for which the branch is responsible, existing as single copies only, and built up over years of work.

8. A man gone for a year from his home branch is distinctly at a disadvantage as to career development in comparison to men working full time in the branch. Time will be lost and productivity will sag due to reassignment from joint to departmental work following a year's tour.

9. PID will have to duplicate effort in order to serve departmental interests in major intelligence fields if CIA PI's assigned to PAD are unapproachable for departmental briefings, consultations, etc.

10. Current trends in requirements indicate that certain personnel assigned to full-time national work will not be needed for immediate readout at all times.

11. Last, but not least, morale is an important factor to consider. The CIA PI shop has to date attracted many well qualified PI's who prefer to work under conditions offered by CIA. The dedication and initiative displayed by PID PI's is a reflection of such conditions.

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Discussion:

It is believed that one CIA photo intelligence group, rather than two, can best serve the national effort as well as departmental needs. Ad hoc assignment of personnel to national and departmental work will permit the utilization of the best qualified men for the most demanding jobs and at the same time promote the continued development of the very best all-around PI shop in the business. Flexibility of the ad hoc assignment system offers many advantages over a rigid separation of national and departmental work.

Recommendations:

1. The term "joint area" is deeply ingrained and will probably continue to be the term used to refer to the area on the 3rd floor-south where national PI projects are worked. It is recommended that this area should be officially recognized as the "Joint Area" (JA), the "Joint Photo Analysis Area" (JPAA), or the "National Photo Analysis Area" (NPAA).
2. Operational support of the joint area should be the responsibility of the NPIC Assistant for Operations in the form of a Joint Photo Analysis Area Staff (JPAAS) with integrated staff personnel supplied by DIA and CIA.
3. Photo interpretation personnel should be assigned from the DIA and CIA detachments on a project by project basis in whatever numbers needed to meet a fluctuating national workload. Each detachment is responsible for supplying 50% of PI personnel needed on national work. Personnel not required on national work would return to their detachments for departmental work, training, leave, etc.
4. Staffing of national project work should be accomplished by a 3-man committee consisting of designees of the DIA-SIO, CIA-SIO, and the Assistant for Operations. Each of the detachment designees, representing his SIO and the detachment branch chiefs, would bring the best PI talent to bear on the problem at hand. The representative of the NPIC Assistant for Operations would see that the JPAA (by directing the JPAAS) was always ready for whatever type of operation was scheduled and that non-PI staffing of joint projects was adequately accomplished (editors, graphics analysts, collateral support, mensuration, photo lab, etc.). This 3-man committee could also be responsible for the day-to-day supervision of the joint area.
5. Recommendation for release of NPIC PI reports by the Director, NPIC, would be by sign-off of the DIA-SIO and the CIA-SIO.

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